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Beyond Severe Disabilities: The Challenge of Private Enterprise

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**BEYOND SEVERE DISABILITY:
THE CHALLENGE OF PRIVATE ENTERPRISE**

by

**Lois S. Rood
Carole M. Davis**

CENTER FOR APPLIED URBAN RESEARCH

November 1985



**Center for Applied Urban Research
College of Public Affairs and Community Service
The University of Nebraska at Omaha**



MODELS AND STRATEGIES FOR FINDING THE LEAST RESTRICTIVE WORK ENVIRONMENT FOR INDIVIDUALS WITH DEVELOPMENTAL DISABILITIES

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November 1985

Center for Applied Urban Research
College of Public Affairs and Community Service
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Foreword

This monograph is one of five reports produced for a research project conducted by the Center for Applied Urban Research, University of Nebraska at Omaha, and under a grant from the Nebraska Governor's Planning Council on Developmental Disabilities and the Nebraska State Department of Health titled, "Models and Strategies for Finding the Least Restrictive Work Environment for Developmentally Disabled Persons."

The research was conducted between October 1, 1984, and November 30, 1985. Surveys of national employment and training programs for individuals with developmental disabilities were conducted. Many sites were visited by project staff. Many program officials wrote the descriptions of programs included in this report. The monographs included in this report are as follows:

- BEYOND SEVERE DISABILITY: Models and Strategies for Change
- BEYOND SEVERE DISABILITY: National Approaches and Networking Guide
- BEYOND SEVERE DISABILITY: Nebraska Services Guide
- BEYOND SEVERE DISABILITY: The Challenge of Private Enterprise
- BEYOND SEVERE DISABILITY: A Functional Bibliography

While preparing Models and Strategies for Change the researchers were guided by the philosophy that individuals with severe physical and mental disabilities can take their place alongside workers who do not have disabilities, and that individuals with disabilities can contribute to the economies of their communities when they are allowed to participate in competitive employment. Some individuals with developmental disabilities may require supports in a natural work setting. But, employers often become unduly concerned about the individual's disabilities rather than the individual's abilities, work attitude, and work ethic.

Developmental disabilities are so diverse that it is impossible to provide one general description of the supports required by individuals in natural work settings. The major supports are environmental adaptations, job structuring, and on-the-job training. These types of supports must be individualized. They are often very inexpensive and they frequently provide many benefits to the employer.

Business and community leaders are creators of employment opportunities. Rehabilitation professionals enable individuals with disabilities to enter competitive employment. If individuals with physical and mental disabilities are to take their rightful place alongside nondisabled workers and become integrated into society as valued, contributing citizens, then rehabilitation professionals must broaden their philosophical and vocational horizons. They must examine new vocational opportunities as alternatives to traditional occupations. Thus, agency personnel can work more effectively with business and community leaders who are the sources of employment.

Traditionally, many rehabilitation professionals have held the dichotomous view that individuals were either totally independent or totally dependent, competitively employable or not employable, and completely work-ready or not placeable.

Such dichotomous thinking has led to the conclusion that an individual's vocational future will be in either a competitive job or a segregated workshop. This perception is based upon the erroneous assumptions that: (1) there will be employment opportunities in the community for all individuals who leave special education programs and for all adults with disabilities; (2) individuals with disabilities can only learn work skills in segregated workshops; and (3) when individuals are placed in segregated workshops they learn skills and advance to other types of competitive employment in the community. In fact, none of these assumptions is true.

Researchers have shown that few individuals ever graduate from segregated workshops, they are often engaged in make-believe or simulated work, isolated socially, and segregated from the workers whom they could emulate.

Individuals with severe and multiple disabilities have been segregated in work activity centers and workshops, their wages have been pitifully low, their social lives have been artificial, and their work benefits are nonexistent. Their careers have been dead-ended. Therefore, new vistas in employment, public attitudes, and vocational planning are required. The research reported in these monographs addresses all phases of the problem of finding the least restrictive employment for individuals with disabilities.

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THINKING ABOUT GOING INTO BUSINESS

Throughout the nation, most individuals with severe disabilities are unemployed and reside with their parents, or they are in institutions, segregated work activity centers, or sheltered workshops. Today, many youths leave public schools and find that vocational training or employment opportunities are not available.

The fortunate individuals who are trained in workshops generally do not obtain jobs within the community. The few that find jobs usually become employed after the first few months of training. If they are not employed immediately, chances are they will stay in segregated workshops for most of their adult lives. Most of the individuals who remain in segregated workshops are classified as mentally retarded or mentally ill.

A variety of supported employment arrangements must be developed if vocational training and employment opportunities for individuals with severe disabilities are going to be expanded. Rehabilitation professionals and advocates must help individuals find jobs in the competitive labor market and they must help create jobs for individuals with severe disabilities. This may involve developing and operating small businesses. Businesses developed and operated on behalf of individuals with disabilities are often called affirmative businesses or industries.

Recognizing that competitive employment may not be a realistic option, many agencies and individuals have started developing affirmative businesses. Because local, state, and federal funds are difficult to obtain, some innovative affirmative industries have emerged. Some affirmative industries have become successful. Others have been plagued with problems, often because the owners or operators lack the expertise or planning skills needed to compete successfully.

This monograph is not a guide to starting and operating a small business. Many other sources are available on this topic. This monograph is designed to encourage individuals to consider carefully the commitment required to start a business for or on behalf of individuals with disabilities; to caution individuals that extensive planning is crucial if they are to succeed; and to refer individuals to the expertise available through the U.S. Small Business Administration, business development centers, chambers of commerce, and business administration departments of universities. These services are available in most communities.

The affirmative industries that are most likely to succeed are those that are operated by rehabilitation agency personnel who seek the expertise of individuals who have operated businesses. Most successful business executives read extensively to keep informed of changes in their industries. Therefore, we recommend that you read as much as possible before beginning a business. A list of suggested readings, provided by the Business Development Center at the University of Nebraska at Omaha, is attached as appendix A.

When Job Placement Is Not an Option

Three factors determine whether or not individuals with disabilities will find jobs in competitive businesses or industries. First, there may not be many jobs available. The community may be located in a depressed economic area; it may be located in a rural area where industrial and service positions are not available, or the community may rely on one major employer. In many small towns, most jobs are already taken by stable and reliable employees. Hiring a new employee with disabilities may create resentment among employees.

Second, the American economy is undergoing a major transition today. Many have called it a shift from an industrial society to a communications and high-technology economy. This transition is affecting many communities, and it is changing the types of jobs that are available in industry, agriculture, and government.

Third, the attitudes of employers and rehabilitation professionals are a major factor in many communities. An individual's ability to overcome stereotypes and fears about individuals with disabilities is largely dependent upon the individual's experience and exposure. Some communities have a history of excluding individuals with physical or mental impairments from the mainstream of community life. Breaking down these stereotypes is a very slow and difficult process. In some communities, only a few individuals with disabilities may be able to obtain competitive jobs. Rehabilitation professionals are often slow to recognize an individual's potential; they must believe in clients if clients are to be self-motivated.

The leadership and flexibility of a service system also affects the ability of individuals with severe disabilities to secure competitive jobs. Many rehabilitation agencies are structured in such a way that very few personnel and financial resources are available to support individuals with severe disabilities in competitive jobs. Many rehabilitation counselors and placement specialists have such large caseloads that they are unable to provide individualized training or supervision. Many rehabilitation agencies lack the expertise required to restructure jobs, provide environmental adaptations, or simplify the learning process for individuals who have cognitive, social, physical, or communication deficiencies. Therefore, only those individuals who can produce at a competitive rate, without adaptations or special training, are considered employable. Thus, many individuals with complex disabilities are not served by rehabilitation agencies.

Flexibility in funding is required in order for rehabilitation agencies to provide training and supervision to clients while they learn new jobs in integrated, natural work environments. Employers must receive financial incentives for hiring individuals with disabilities. Not all individuals with severe disabilities can work at an industrial rate. Yet, agreements can be developed, based on wage and hour regulations, to pay individuals commensurate with their productivity.

Social supports must be maintained for individuals with disabilities after they become employed. Agencies must make the commitment to maintain and finance good social, recreational, and supportive self-help programs for clients. A system that meets the needs of both the employer and the employee requires commitment, leadership, flexibility, creativity, expertise and

follow-up care. Currently, not all rehabilitation agencies provide these services, and this situation is not likely to change.

Many interested individuals are creating meaningful employment for individuals with disabilities because of the limited number of jobs available to them, stereotypes, and the problems associated with unadaptable organizations. By creating employment options, these individuals are assuming control of employment opportunities for individuals with disabilities. Many risks are involved in starting a business, but many risks are also associated with allowing others to control job placements for individuals with disabilities.

Characteristics of an Entrepreneur

Finding jobs in the competitive labor force can be very difficult in some communities. Starting an affirmative business or industry can be a viable and exciting alternative. However, many individuals are reluctant to consider the idea too seriously and some may be unable to operate a business successfully.

The assets and liabilities of operating a business should be considered carefully before starting one. The characteristics of business executives are the same, regardless of whether they are parents, advocates, rehabilitation professionals, or individuals with disabilities. The entrepreneur must have planning ability, confidence, long-term commitment, personal responsibility, and organizational ability.

An entrepreneur should possess the following characteristics to be successful.

- Drive and Energy: The ability to work actively for long hours with less than the normal amount of sleep.
- Self-Confidence: Belief in yourself and your ability to achieve goals--a sense that events in life are self-determined.
- Long-term Involvement: Commitment to long-term projects and goals; this implies total immersion and concentration to attain distant goals.
- Money as a Measure: Salary, profits, or capital gains are used to measure accomplishments, rather than the procurement of luxuries or the achievement of power.
- Persistent Problem Solving: Intense determination to complete a task or solve a problem; a strong desire to get the job done.
- Goal Setting: Ability and commitment to select goals and objectives that are high and challenging, yet realistic and attainable.
- Moderate Risk Taking: Preference for taking moderate, calculated risks--the chances of winning are not so small as to be a gamble or so large as to be a sure thing, but the challenge provides a reasonable chance for success.
- Dealing with Failure: Acceptance of disappointment but not discouragement by failure--use of failure as a learning experience.
- Use of Feedback: Ability to seek and use feedback to take corrective action and to improve the business.
- Taking Initiative and Seeking Personal Responsibility: Desire to seek and take initiative and to put yourself in situations where you are responsible personally for the success or failure of an operation.

The ability to take the initiative to solve problems or to fill leadership vacuums and the desire to be in situations where your impact on problems can be measured.

- Use of Resources: Ability to identify needs and obtain expertise to accomplish goals--ability to accept assistance from others.
- Competing Against Self-imposed Standards: Desire and tendency to establish standards of performance which are high, yet realistic, and to challenge those standards consistently.
- Internal Control: The belief that success and failure are controlled by the individual, rather than determined by luck or other uncontrollable events and circumstances.
- Tolerance of Ambiguity. Ability to tolerate moderate to high levels of ambiguity and uncertainty concerning job and career security and work-related events--enough self-confidence to make job security and permanency unimportant.

This list was taken from New Venture Creation: A Guide to Small Business Development, by Jeffry A. Timmons, Leonard E. Smollen, and Alexander L. M. Dingee, Jr. Another excellent assessment guide is, Checklist for Going Into Business, published by the U.S. Small Business Administration.

This assessment is even more important when starting a business on behalf of individuals with disabilities. Remember, the needs of individuals with disabilities will continue after the initial leadership is gone. A built-in commitment is required to sustain the business during a transition in leadership. Before going any further, make this careful assessment, and, if the commitment, responsibility, creativity, confidence, and expertise exist, proceed by planning your business carefully.

QUESTIONS TO GUIDE YOU

There are many types of businesses. A business may be organized as a sole proprietorship, a partnership, or a corporation (profit or not-for-profit). Each type of organization has advantages and disadvantages; selecting the organization that is best for your business depends on the size, nature, purpose, and risks involved.

You should consider carefully the type of organization you want to establish. An excellent discussion of the advantages and disadvantages of various types of business organizations may be found in the Resource Manual for Nebraska Business (Lincoln: Nebraska Department of Economic Development, 1985).

Many other resources are available to help you, for example, the U.S. Small Business Administration and the U.S. Internal Revenue Service. Some useful publications available from these agencies include:

Selecting the Legal Structure for Your Business

U.S. Small Business Administration

Management Aides

M.A. 6.004

Incorporating a Small Business

U.S. Small Business Administration

Management Aides

M.A. 6.003

Tax Guide for Small Businesses

Publication 334

Internal Revenue Service

U.S. Department of the Treasury

Tax Information on Partnerships

Publication 541

Internal Revenue Service

U.S. Department of the Treasury

Tax Information on Corporations

Publication 542

Internal Revenue Service

U.S. Department of the Treasury

Tax Information on S Corporations

Publication 589

Internal Revenue Service

U.S. Department of the Treasury

Steps in Meeting Your Tax Obligation

U.S. Small Business Administration

Management Aides

M. A. 1.013

Getting the Facts for Income Tax Reporting
U.S. Small Business Administration
Management Aids
M. A. 1.014

"The Small Business Tax Workshop"
U.S. Internal Revenue Service
Contact your nearest office; offered free.

What is the Goal of the Business?

Starting an affirmative business or industry is different than starting a traditional business. The major difference is that the purpose of a traditional business is to develop and market goods or services. A labor force is recruited, hired, and trained. Another purpose of an affirmative business or industry is to create jobs for individuals with disabilities. Therefore, the products or services provided must be in demand and the production process must lend itself to the abilities of the labor force. The work involved in developing and implementing an affirmative business and a traditional business are very similar.

The purpose of any business (or job) is to help individuals reach personal goals and support life-styles that they desire. For some, business is a means to obtain material objects. In such cases, financial profit is the most important reward. To others, business provides an opportunity to use a particular talent or creativity. For still others, business allows them to associate with the kinds of people they enjoy or to live in an environment that they like.

Owning and operating a small business provides important benefits to individuals, such as autonomy over their lives. For individuals with disabilities, it can mean freedom from the constant control that others have over their adult activities. It can provide the opportunity to associate with a variety of people who may or may not have disabilities.

The business should be an integral part of community life and not a separated, segregated component within it. The business should also enhance the dignity and self-esteem of the employees, and it should expand the competencies of employees and present options for career development. The affirmative business should allow employees to participate in company decisions and to grow and prosper.

Career development is the process by which individuals are able to market their talents and abilities to meet the needs of the marketplace. All individuals have the capability of providing something that is wanted, needed, and valued. Affirmative businesses must be created to respond to the needs of the community.

What Are the Types of Affirmative Businesses?

To classify an individual with severe disabilities as unemployable is generally an inaccurate assessment. Individuals with severe disabilities are working, and they have been working for decades. However, they have not been

working in the vocational environments available to others, and, frequently, they have been underpaid for their efforts. Historically, individuals with disabilities have worked in institutions. They have grown and prepared food for hundreds of residents of institutions. They have cared for small children and adults in institutions. They have maintained the grounds and the landscaping. They have operated laundry facilities. Yet, it wasn't until the sixties that they started to receive adequate wages for their labor.

Today, in segregated workshops, individuals with disabilities perform a tremendous amount of work for businesses and industries. They are, indeed, the hidden labor force of our country. They work in heavy manufacturing, packaging and assembly, woodworking, food services, janitorial and laundry services, grounds maintenance, vehicle maintenance, horticultural and landscaping activities, electronics, microfilming, telephone answering, and telemarketing. They perform these tasks for major corporations and small businesses; farmers and agribusinesses; public institutions, such as universities and hospitals; new entrepreneurs and old established companies. Individuals with disabilities have not received the social or the monetary awards that nondisabled workers have received. The challenge is to organize the resources available to maximize the earnings potential, job security, and benefits for individuals with disabilities to improve their overall quality of life.

Many options are available for affirmative businesses and industries. The possibilities are so numerous that it would only limit our imagination to try to develop a list. Perhaps the best starting point is to ask ourselves some of the following questions:

- Are we manufacturing products that could be the basis for a small business, and do we have the ability to market, distribute, and manufacture them more effectively?
- Are we providing work as a subcontractor that could be developed into a business to provide products to many buyers?
- Are we providing a service through a segregated workshop that could be developed into a successful small business?
- Is there a need for a service in our community that could be met by a business operated on behalf of individuals with disabilities?
- Is there something unique in our community that could be used to develop a successful small business?
- Do we have among us a particular idea, invention, or talent that others would be willing to purchase?
- In what areas have we been most successful and have we had the best rapport with the community?
- What is our image in the community? Do we have leaders that could help us succeed in our new venture?

What Advantages Do We Have?

Individuals who have worked in rehabilitation facilities for many years have valuable skills that they can use to develop and operate small businesses. Businesses require personnel, operating funds, buildings, and equipment. Vocational programs employ experienced personnel who have access to capital and facilities.

The labor forces in institutions, workshops, and schools consist of individuals who have functional impairments caused by mental or physical disabilities. Many of these individuals have performed a variety of industrial and service tasks for many years. Rehabilitation staff have expertise in task analysis, job structuring, work process, work flow, contract bidding, product pricing, occupational safety, personnel management, budget development and control, planning, equipment operation and repair, facility maintenance, and recordkeeping. Some staff members have expertise in training and managing individuals with behavioral problems. All of these skills are important in developing and operating a small business.

What Disadvantages Do We Have?

Individuals who have spent most of their careers in human services have disadvantages, primarily in the following areas:

- Law--Many aspects of owning and operating a small business require legal expertise, for example, type of business to establish, regulations that apply to a particular type of business, legal obligations of the business to customers and employees, and liabilities of the company. These are a few of the areas that require the assistance of a competent lawyer to protect the owners and the businesses.
- Marketing--Determining the products or services to provide and to whom are pivotal decisions to the success or failure of a business. Yet, because many rehabilitation professionals do not have expertise in marketing, they are unable to focus on the areas and markets that will provide them with the greatest profits. Qualified marketing expertise is a must for any new business.
- Advertising--Most rehabilitation agencies have not promoted their products successfully.
- Sales--Rehabilitation personnel lack expertise in developing a sales strategy and recruiting and training sales personnel.
- Financing--Most rehabilitation professionals are unaware of the types of financing and resources that are available to help small businesses.
- Tax planning--If the business is established as a for-profit entity, the owners must learn how to meet their tax obligations. Operators of nonprofit businesses also must learn the appropriate tax laws. Understanding state and federal income tax laws for various kinds of businesses can be difficult because they change constantly. Law, marketing, advertising, sales, and financing are not the only areas of expertise that are important in starting and operating a business, but they are the areas in which rehabilitation staff seem to be the most deficient. However, many resources are free and available in most communities.

HOW CAN I LEARN ABOUT BUSINESS?

While addressing a conference on vocational alternatives for individuals with developmental disabilities, a businessman from Hastings, Nebraska, said "A dream becomes a reality the day you realize you need other people." He went on to say that the goal of a business is to provide a product or a service which is better, cheaper, or faster than others. None of us have all of the expertise to turn an idea into a reality. In any business, many skills are needed to invent, market, and sell an idea; to keep the books; to protect the business; to promote the product or service; and to produce, provide, and distribute the product or service.

Once a group of individuals become aware of their abilities, recognize their deficiencies, and develop confidence in their abilities, they can develop options to compensate for their deficiencies.

Learn It Yourself

Within a community, many individuals and organizations can provide information about developing and operating a business. By learning the information yourself, you will feel more secure about making decisions concerning your company. You can take business courses at a local university, community or technical college, or business school. You can attend workshops and conferences offered by the U.S. Small Business Administration, chamber of commerce, universities, and the U.S. Internal Revenue Service. You can attend trade fairs and visit other businesses (including the competition) in the area. If you cannot attend these activities personally, you may want to send an employee.

Hire Employees with Expertise

Another alternative may be to hire employees who have the expertise that you lack. This could be an accountant or bookkeeper, someone with technical expertise, or an equipment mechanic. Hiring experts to perform complex jobs may be money well spent in the long run.

Hire Consultants

Hiring professional consultants or keeping specialists on retainer can give you the expertise you need without the expense of hiring full-time staff. Consultants may be employed as occasional problem solvers or as permanent advisors. For example, you may want to retain the same attorney, tax accountant, or engineer to assist you as needed. You will want to employ the same individuals so that they will become knowledgeable about your business, goals, and problems. On the other hand, there may be times when you have a specific problem and you want to obtain a specialist to provide one-time consultation, such as, conduct a feasibility or marketing study, assess equipment, or assess the distribution or communication system.

If you are going to spend money on consultants, choose them carefully. Find individuals who can assist your business. Remember the needs of a small business are different than the needs of a large corporation. Hire a consultant who knows the types of decisions and problems your business may have.

Explain carefully what you want from the consultants and how you plan to pay them. Define the results you expect in very clear terms to maximize your benefits while minimizing your expenditures. Shop around before you select a consultant. Hiring a consultant is just as important as hiring an employee. Hire the firm or individuals best suited to your needs; investigate the consultant's services, expertise, and references.

Use Community Resources

The following resources are available to help new entrepreneurs.

Public Library. Don't forget the obvious. The public or university library is a gold mine of information for small business operators. The library contains many government publications that were written especially for you. The library can also conduct a literature search in a particular area. Publications, such as trade journals, deal with all aspects of business--legal, financial, marketing, advertising, sales, technical, personnel, management, regulatory, and recordkeeping. Librarians are knowledgeable and cooperative; don't hesitate to ask for assistance.

U.S. Small Business Administration. The U.S. Small Business Administration (SBA) is the federal agency charged with helping small businesses. The agency provides workshops, seminars, and technical assistance, usually free of charge. It has numerous management aids and bibliographies in specific areas. Organizations, such as the Senior Citizens Organization of Retired Executives (SCORE), the Service Corps of Retired Executives, and the Active Corps of Executives (ACE), consist of volunteers who provide technical assistance and make onsite visits to local businesses. Contact the local SBA office for more information on SCORE and ACE.

The SBA also has a call-contracting program. Consultants are contracted to assist businesses. These services are provided to firms that are considered disadvantaged because they are located in economically depressed areas or because they employ disadvantaged individuals. Affirmative businesses or industries would probably qualify for these services.

U.S. Government Printing Office. The U.S. Government Printing Office publishes information for small businesses. Most libraries can provide a list of government publications and a bibliography of publications concerning small business development. Two particularly good sources are The Handbook for Small Business and The State of Small Business. These and other useful publications can be obtained by contacting the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402.

Chamber of Commerce. The local chamber of commerce can provide you with much assistance. It is there to help you. Use the resources that they have available and let them help you make contacts in the business community.

Small Business Development Centers. The SBA, in cooperation with many universities across the nation, operates Small Business Development Centers. They offer low-cost or no-cost assistance in areas such as marketing,

accounting, law, government procurement, personnel management, product development, advertising, sales, insurance, and recordkeeping. Find out what is available in your area by contacting the local SBA office or the state university.

U.S. Department of Commerce. The U.S. Department of Commerce has much information and many publications on economic conditions for various products and services throughout the country. You can obtain a list of the publications by contacting:

Business Assistance Staff
Office of Business Liaison
U.S. Department of Commerce
Washington, DC 20230

Guide to Innovation Resources and
Planning for the Smaller Business
Office of Productivity, Technology,
and Innovation
U.S. Department of Commerce
Washington, DC 20230

Networking

A network is a loose system of contacts through which information, expertise, and experience can be exchanged. Every good business owner or operator has either a formal or an informal network. It is important for owners and operators of small businesses to develop contacts in the business community and in their areas of specialization.

The Chamber of Commerce. You will want to consider joining your local chamber of commerce. This group conducts a variety of workshops, conferences, and seminars to assist you. Most communities have a chamber of commerce. Large communities have the chamber organized by area of the city so that it can be more responsive to local issues. The chamber sponsors social events to provide opportunities for business owners and operators to meet each other. The chamber can, at times, provide special events and training sessions based on the needs of a small group of members. Most chambers are very active in promoting and assisting small businesses in their communities. They can also acquaint you with important contacts in other communities.

Service Organizations. Community organizations and service clubs are another way to meet and associate with people in the business community. These organizations can be especially important in trying to establish support for an affirmative business or industry. Club members may be able to put you in contact with individuals who have expertise in areas such as law, accounting, marketing, sales, advertising, insurance, and taxes. It may also be useful to join these organizations to learn what members of the business community think of rehabilitation agencies and individuals with disabilities. It may be that one of your most difficult tasks will be to overcome the image of a previous agency or the attitudes of community leaders.

Trade Fairs and Professional Organizations. You will also want to join professional organizations and attend workshops, trade fairs, and other events concerning your business. These conferences and trade fairs provide business owners and operators with the latest information, products, and technology in their areas. Trade fairs and organizations keep you informed of developments in the field and the needs of consumers. These groups often provide newsletters and other important information to help you get started and to

keep you informed of new developments. Trade fairs and organizations can be invaluable to small businesses in isolated communities. Generally, the cost of joining or attending these events is small because business owners and operators use them to promote their products and services.

Business Associations with Programs for Individuals with Disabilities

Some associations have programs that provide technical assistance to employers of individuals with disabilities. The associations listed below provide a great deal of information and technical assistance in their areas, and Beyond Severe Disability: National Approaches and Networking Guide lists other agencies and individuals who are attempting similar ventures. If your business is in an area listed below, contact the group immediately.

Affirmative Business and Industry Networks. Although we have not established a formal network, part of our purpose is to put individuals who are trying to establish businesses in contact with each other. The information contained in this report may lead you to individuals who can assist you.

Instead of fearing competition, business owners and operators will benefit from sharing ideas and helping each other. Every effort should be made to bring together individuals who are working on behalf of individuals with disabilities so that they can share their expertise. It is also important that individuals become aware of successful programs in other states.

The Rehabilitation Network. It may be difficult for some individuals with disabilities and their advocates to obtain information about rehabilitation activities. Therefore, we encourage you to find out what kind of help is available in your community by contacting these organizations:

- Vocational rehabilitation, state agency;
- State office of developmental disabilities;
- State office of mental retardation, mental health, etc.;
- Vocational training facilities;
- Governor's Committee on the Employment of the Handicapped; and
- University-affiliated facilities.

PLANNING A BUSINESS

A business will be only as successful as the careful planning that goes into developing each aspect of the business, including:

- The business plan,
- The marketing plan,
- The personnel plan, and
- The budget (record and accounting) plan.

The Business Plan

A business plan describes the business. You can obtain advice on developing a business plan from the U.S. Small Business Administration or the Small Business Development Center.

At a minimum, a basic business plan should answer the following questions:

- What goods will you sell or produce? What services will you provide?
- What is your market? Who is your market?
- What is your sales strategy?
- Who is your competition?
- What is your financial situation?
- What are your personnel needs?
- What role will you play in the company?
- What are your goals and when do you expect to reach them?

A sample business plan is included in How to Plan and Finance Your Business, by William R. Osgood, CBI Publishing Company, Inc., Boston, Massachusetts, 1980. We recommend that you obtain a copy of this or a similar book and read it before proceeding further.

The Marketing Plan

A marketing plan includes a description of the product (what is the good or service that you are providing), the price (what price will consumers pay for this good or service, and is the price consistent with the targeted market and the image of the company), the place (how will the product or service get to the customer, what means of supply and distribution can I use), and the promotion plan (how do I inform potential customers about this product or service and how will they know whether or not they should buy it).

A marketing plan should answer the following questions in specific, measurable terms.

- What good or service am I marketing?
- Who is my primary market?
- How much will they buy?
- What are secondary markets or services--are they cost beneficial to my company?
- Who is the competition?
- Am I in a position to offer a better, cheaper, or faster product or service?
- In what way is my product or service unique?

- How large is the potential market?
- What kind of growth potential exists in new products for old markets, or in new markets for old products?
- What is my marketing strategy?
 - product/service design?
 - advertising?
 - sales strategies and goals?
- What is my break-even point?
- What are my sales and profit objectives--this year, next year, in 5 years?
- How will these plans be implemented?
- What is my contingency plan if the marketing strategy doesn't work?
- What kind of budget will I need to implement the plan?
- How will I get financing?
- How often will I evaluate the marketing plan?
- What kinds of resources or consultants will I need?

The Personnel Plan

The effective use of personnel is very important to the success of any business. Therefore, it is important to develop an organizational chart to show the formal lines of communication and authority in your business. In addition, job descriptions which include the following information should be developed:

- The title of the position;
- The name and title of the employee's supervisor;
- A brief definition of the primary responsibility of the job;
- The work location;
- The salary and benefits;
- The work hours;
- A description of the working conditions;
- The educational qualifications required;
- The training or experience needed;
- The skills required, such as, operating equipment, licenses, proficiency in foreign languages;
- The responsibilities of the job;
- The employee's relationship with the supervisor and others; and
- The opportunities for advancement.

The small business owner should establish a written job description for each employee to avoid misunderstandings and to maximize the skills and creativity of the employee. Job descriptions should be developed in accordance with current employment laws and affirmative action requirements. You can obtain assistance, again, from the SBA or the local Equal Employment Opportunity Commission.

Positions should be based on the objectives, deadlines, and needs of the business. A careful definition of the roles and responsibilities of employees will help the business owner and operator make the best use of personnel to manage and develop the business. Accurate job descriptions lead to better rapport between management and employees, and they enhance the use of the employee's skills and creativity. The lack of accurate job descriptions can lead to disorganization, confusion, poor morale, low productivity, and even law suits. If you are not skilled in this area, a course in personnel

management at your local university or the services of a consultant could be valuable.

The Financial Plan

The financial plan involves generating and monitoring a budget for your business. Once financing is obtained, you must keep records, receipts, and accounts for paying taxes, expenses, and protecting the business. The financial plan helps you distribute funds according to the objectives of the company (resource allocation). It helps you make decisions about the company's growth and future (financial forecasting), and it helps you control expenditures to maximize profits (budget control).

Business operators should prepare an income statement, showing how much money was earned and how it was spent, and a cash-flow statement, showing sources of cash, where it was spent, and the balance. This information will assist you with overall planning. Therefore, it is important to retain the services of a qualified accountant when you start a business.

The SBA will be able to provide you with technical assistance, qualified consultants, and information on how to obtain financing for your business. The SBA also makes loans available to small businesses. Some small businesses qualify for loans from banks, commercial financing companies, savings and loans, and credit unions; some life insurance companies will lend money against life insurance policies.

Some specific monetary incentives are provided to small businesses on behalf of individuals with disabilities. A description of these programs follows:

U.S. Small Business Administration--Handicapped Assistance Loans. Handicapped Assistance Loans are available from the SBA for nonprofit organizations and small businesses that are owned by individuals with disabilities to establish or expand businesses. The maximum amount of a loan is \$350,000 for up to 15 years. If a guaranteed loan is not available, a direct loan from the SBA for up to \$100,000 may be granted. Funds will not be provided if financing can be obtained from the applicant's resources; a private lending institution; or other federal, state, or local programs, including the SBA's regular Business or Economic Opportunity Loan Programs. Loan applicants should apply at their state or local SBA office. For information on the program nationally, contact Everett Shell, U.S. Small Business Administration, 1441 L Street, NW, Room 804B, Washington, DC 20416; telephone: (202) 653-6470.

On-the-job Training Funds. Many states augment federal incentives by offering employers reimbursement for training individuals with disabilities during the initial stages of employment. Contact the state vocational rehabilitation agency for information about on-the-job training funds in your state.

The Dole Foundation. The Dole Foundation provides financial assistance in the form of grants for program start-up or expansion, enhancement in quality of services, or provider-oriented program improvement. For more information, contact The Dole Foundation, 220 Eye Street, NE, Washington, DC 20002.

Federal Targeted Job Tax Credit. Targeted Job Tax Credits are administered by the U.S. Department of Labor, Employment and Training Administration, and the U.S. Department of the Treasury. Employers can receive tax credits, up to 50 percent of the first \$6,000 in wages for new employees during the first year, and up to 25 percent of the first \$6,000 in earnings for the employee during the second year if the employer hires an individual who is referred by a state agency. For more information, contact the state vocational rehabilitation office or Targeted Job Tax Credit, Employment and Training Administration, U.S. Department of Labor, Washington, DC 20213.

What Professionals Do I Need?

Every business requires some specific professional services. The following is a brief description of important professionals your business may need.

A Lawyer

Several aspects of a business require legal assistance. The organizational structure (proprietorship, partnership, corporation, chapter S corporation, or not-for-profit corporation). The organizational structure depends on the size of the business, the amount of risk and potential liability involved, the type of business, the financial situation of the owners and operators, the need for capital, and the tax needs.

A lawyer is the best person to help you establish and protect your business. A lawyer can also be helpful in tax planning and interpreting regulations that apply to your business. You will want a lawyer's advice on location and facility agreements, financing arrangements, and some personnel issues. You can find a lawyer by obtaining recommendations from other business owners or operators or friends. You should contact several lawyers before hiring one to be certain that your lawyer has expertise in your area.

A Banker

Financing your business will be one of your greatest challenges and the area of highest personal risk. You will want a banker with whom you can discuss your business and personal goals. You will want a banker who will help you secure financial resources to fund your business and protect your business and personal interests. Remember, any banker will require excellent credit references, a detailed business plan, and adequate collateral before lending money.

An Insurance Agent

Protecting your business and yourself from loss and liability is important. The efforts of many years can be lost in a single accident, injury, or theft. Therefore, it is important to have an insurance agent who can work with you to protect you from these risks.

First, you will want to protect yourself against personal liability. You will also want to consider product liability insurance. This coverage protects you in the event that a product you manufacture or distribute causes harm to a customer. You will want to protect your building, equipment,

materials, and supplies, and you will want your employees to be covered by workers' compensation. In addition, you should consider life, medical, disability income, fire and theft, comprehensive general liability, public liability, auto, and product liability insurance.

The amount and type of insurance coverage you need depends on the type, organizational structure, amount of risk, size, value of assets, and location of the business; the probability of law suits against the company; and the personal status of the owners.

An Accountant

A qualified accountant is an invaluable member of your professional team. It is usually necessary to retain the services of a Certified Public Accountant (CPA). Tax laws are so complex that to gain the greatest advantage for your business you will want an accountant who is knowledgeable about accounting for tax purposes, who has experience with your type of business organization, and who is easy to talk with and understood easily.

The accountant is the individual who should advise the business owner-operator and help the business expand at an effective rate. A CPA can assist a business owner or operator by preparing the quarterly and annual financial statements, by establishing an accounting and bookkeeping system which can be maintained by a nonprofessional employee, by auditing the company's books, and by offering advice about financial planning. The accountant is also invaluable when you are looking for a new location or entering into a financial agreement.

A CPA should be hired in the beginning to help you get the business organized. Knowing that your financial records, receipts, and accounts are in order gives you peace of mind, assists you in tax planning, and also gives you the basis from which to plan and grow.

Professional Checklist

Remember, these are important members of your business team--choose them carefully! The following is a list of some important considerations on the selection and use of professionals.

- Develop a basic business plan before obtaining the services of these professionals.
- Be specific about the services you require, the type of expertise you desire, the results you expect, and the length of time you expect to retain their services.
- Obtain references on a variety of professionals from each area. Interview them, explain what you need, and learn what they can offer. Select them carefully, based on their knowledge, their timely delivery of services, and the rapport you have developed with them.
- Retain professionals who have your best interest in mind. Do not hire professionals based solely on getting what you want immediately. You may overlook areas that are important to the long-term success of your business or that may put you at personal risk. Find individuals that you feel will protect your interests in the long run.

- Plan visits with your professionals carefully so that you are paying only for the services that they provide and not for their time to do the things that you should have prepared in advance. Remember, good professional services are expensive. The cost is well worth it, but be sure to use their time in a cost-effective manner.

WHAT WE HAVE LEARNED FROM THE EXPERIENCE OF OTHERS

As part of this research project, we contacted about 30 businesses that had been established on behalf of individuals with disabilities. These businesses ranged from very large affirmative industries, such as Minnesota Diversified Industries and Center Industries, Inc., to small restaurants and other businesses that are operated by rehabilitation agencies.

We compiled information about these businesses to give our readers the benefit of the experiences of those who are operating businesses on behalf of individuals with disabilities. We gathered information on four types of businesses: restaurants, retail shops, maintenance and service industries, and manufacturing industries.

Background

These businesses have been in operation for 1-22 years. The value of these businesses ranges from \$8,000 to \$4.5 million. Although most businesses show no profit, a few show a small profit. Each was organized as a corporation.

The educational backgrounds of business organizers varied from high school to college graduates. Most college graduates were trained in the social services; only one organizer had a degree in business administration.

Getting Started

Frequently, businesses were initiated by family support groups who saw a need for alternative activities, particularly in the area of vocational rehabilitation, for family members with disabilities. Rehabilitation professionals, individuals with disabilities, and individuals who expressed a need for training and income initiated businesses.

Financing

The start-up capital for most of the businesses came from a variety of sources. Organizers obtained grants from government and private sources, such as local chambers of commerce, county departments of human services, mental health associations, and associations for retarded citizens. In some cases, social service agencies provided space for the businesses so they would not have rent or utility expenses. Organizers also received donations from private companies and individuals. Two of the larger manufacturing industries secured bank loans to finance their operations.

Community Support

Two groups, parents and community supporters, were instrumental in working with organizers to establish businesses. The parents of individuals with disabilities shared the expertise they gained from business experiences. For example, parents had experience in retail and wholesale sales, accounting, corporate business operations, advertising, construction, and maintenance operations. In some cases, parents assisted with financing by starting groups that provided grants to the new businesses.

The community also played an important role in establishing and supporting the developing businesses. Community members became volunteers. They helped build financial support by securing grants from local foundations and by sponsoring fund-raising events. They renovated buildings and lobbied for work sites and permits. One proprietor provided inexpensive rent at a warehouse. Retired citizens volunteered to help operate a retail shop. Local proprietors provided contract work to develop a work program. In the words of one organizer, "They were the reason we became what we are."

Organizers encountered very little prejudice or hostility in starting businesses for individuals with disabilities. Generally, the problems organizers encountered were misconceptions that the business community had about the capabilities of employees with disabilities. The organizer of a retail shop encountered great resistance from neighbors initially. Another organizer had difficulty with the staff at the local hospital for the mentally retarded.

Setting Up

Whenever necessary, consultants were used to set up the businesses, but experienced volunteers were contracted first. One restaurant owner used an advisory board composed of restaurant owners and staff and local college faculty and students. Community professionals provided business and legal advice. One law firm supplied legal advice as a public service.

According to organizers, a business for or on behalf of individuals with disabilities must conform with the same permits, licenses, tax codes, and regulations as any other business. In some states, a state vocational rehabilitation agency sets accreditation standards and licensing requirements for long-term employment programs. Except for tax-exempt status, no special advantages are afforded these businesses by local, state, or federal governments.

Most organizers did not have problems obtaining liability or business insurance. Most proprietors carried conventional liability insurance for property, workers' compensation, and inventory; risk insurance for products; and medical insurance. One industry reported some difficulty, especially with workers' compensation, because carriers would not put them outside of a risk pool.

How does starting a business for individuals with disabilities differ from starting any other business? According to organizers: there are more components involved, lower productivity by employees makes it more difficult to pay overhead expenses, work must be paced at a slower rate and structured very simply, family and community members must support and participate in the business, a lack of capital makes it more difficult to operate, and sometimes public resistance must be overcome.

Selecting a Product or Service

Selecting the product or service that a business will provide is a major step in establishing a business. Organizers selected their products or services based on community need as well as for the following reasons:

Restaurants:

- They provided a real work setting for clients and trainees.
- They generated income quickly.

Retail shops:

- They required no investment in inventory (articles were donated or consigned).
- They could be established easily.

Maintenance and service industries:

- They were appropriate to the vocational experience and skill level of the clients.

Manufacturing industries:

- The founding committee selected the business, and, periodically, the board of directors reviews and examines the business' products.

Selecting a Location

Most organizers believe that the key to competing with similar businesses is to provide quality products at competitive prices. When businesses can not compete with prices, they provide quality and dependability. Businesses frequently obtain new contracts because customers become dissatisfied with the quality of services or products provided by another business.

None of the businesses advertise that they are operated by or on behalf of individuals with disabilities. One industry manager stated, "Our advertising typically does not indicate that we are using disabled persons to produce products. We feel the customer for business services wants a quality product and is not concerned with who produces it."

Direct mail is the primary form of advertising used by businesses to market products or services. Larger industries employ full-time sales representatives. The owner of a janitorial service used a network of social service organizations, while a restaurant owner relied on satisfied customers, personal contacts, and word-of-mouth advertising.

Equipment

Restaurants and maintenance and manufacturing industries use standard equipment. General safety standards are employed. Typically, industries use Occupational Safety and Health Administration (OSHA) standards. Most industry organizers do not make special safety modifications to equipment, although most workers with disabilities are required to use drill presses, radial-arm saws, and power hand tools. A safety committee performs routine inspections and compliance reviews of the industries. The manager of a recycling, wood products, and hand packaging service said, "We tend to look at ourselves in terms of safety procedures much harder than another business would."

How Is the Business Managed?

Most business organizers said they operate under the direction of an executive director who reports to a board of directors. The executive director serves as the manager of the organization and the board of directors is the policymaking body.

Generally, parents of employees with disabilities are not involved in the management or operation of the business, but they are often represented on the board of directors. Individuals with disabilities are not represented well at the management level. However, it is the goal of one restaurant owner and one industry organizer to train employees with disabilities to operate the businesses.

Personnel

These businesses employ 8-480 individuals. The percentage of employees with disabilities is 60-100 percent. The most frequently mentioned employee disabilities are mental retardation and mental illness. Most businesses that employ individuals with mental illnesses assign one supervisor to oversee these workers. Employees generally receive on-the-job training, but, in a few cases, they come to the company job-ready.

Fringe Benefits

Only in the larger businesses and industries do workers with and without disabilities receive equal benefits, including paid vacation, sickness, jury duty, maternity, and holiday leave.

Restaurant employees are considered trainees; they receive wages and are covered by workers' compensation, but they do not receive any other benefits. Individuals with disabilities are employed part-time in retail shops and janitorial services, therefore, they do not receive the benefits of full-time employees.

Employee Earnings

Except for individuals who work in large, well-established industries, employees with disabilities generally do not earn enough money to be self-sufficient. The primary sources of financial support for most individuals with disabilities are Social Security Income, Social Security Disability Income, welfare, and family members. Earnings from jobs provide only supplemental income to most individuals with disabilities.

Support Services

Support services, such as transportation, counseling, socialization programs, recreation, speech therapy, and independent living skills training, are provided by various community agencies to individuals with disabilities. An affiliation agreement with a social agency, such as a mental health center, is often used to obtain the service. Several businesses provide transportation to and from the job. In some cases, organizations provide services such as counseling.

Elements that Make a Business Work

According to organizers, the following lists identify the most important factors for making businesses successful.

Restaurants:

- Hard-working, flexible staff;
- A good product;
- Responsiveness to customers;
- Effective marketing; and
- Willingness to accept realistic projections of business growth.

Maintenance and Service Industries:

- A supervisor who believes in the employees,
- Quality services, and
- Motivated employees.

Retail Shops:

- Continuous donations of merchandise;
- A pleasant, relaxed atmosphere for employees;
- A standard routine; and
- Customers.

Manufacturing Industries:

- Understanding that individuals with disabilities can only be employed if we operate successful businesses,
- Considering employees' needs before business ambitions,
- Providing quality services, and
- Making good business decisions.

Advice on Starting a Business

The following advice from operators of businesses for individuals with disabilities is provided for individuals who may be considering starting similar businesses.

A restaurant owner in Maine:

"Find a low overhead business, avoid rent, utilities, and expensive equipment, if possible."

A restaurant owner in California:

"Establish priorities and focus on them until they become strong. Handle only what you can do well."

The operator of a maintenance service in New Jersey:

"It can be done if you have a supervisor who believes in the clients, if the clients are motivated, and if the business isn't expected to be self-supporting in the first 3-5 years."

A retail shop owner in Iowa:

"It's easier than you think if you have a 'gunner' with drive, resources (contacts, community experience, etc.), and positive thinking. Patience is not required; it's a detriment! A central location that appears well traveled and 'safe' is important to community volunteers as well as shoppers."

A retail shop owner in California:

"Most of all you need persistence, along with a good location; community support through education; and public relations. Involve clients as much as possible and have a variety of jobs so there is a choice of positions."

The owner of a manufacturing industry in Minnesota:

"The business operations are more complex than most ordinary business operations because of the cost of service provisions and the many rules and regulations. It is critically important that one be prepared to deal with those special circumstances in operating any business."

Perhaps the best advice is the last comment from the owner of a manufacturing industry in Minnesota:

"Understand that it is a business with a social mission and not a social service trying to act like a business."

The following how-to manuals will be especially helpful to individuals who are interested in starting affirmative businesses.

- The Affirmative Industry by Lance and John DuRand
Copies may be obtained from:
Minnesota Diversified Industries
666 Pelham Boulevard
St. Paul, Minnesota 55114
- Restaurant Training for the Disabled by Barbara Lawson
Copies may be obtained from:
Eden Express, Inc.
799 B Street
Hayward, California 94541

Selected Successful Affirmative Businesses and Industries

Minnesota Diversified Industries
666 Pelham Boulevard
St. Paul, Minnesota 55114

Perhaps the oldest and best known affirmative business is Minnesota Diversified Industries (MDI) of St. Paul. Founded over a decade ago, MDI reserves about 80 percent of its personnel slots for those who have disabling conditions. Electronic assembly jobs and a variety of other light manufacturing jobs are the basis for the business. No agency funds are involved and all of MDI's revenues come from the sale of products. One of the founders of MDI, John DuRand, has written a very complete handbook on operating an affirmative industry.

Center Industries Corporation
2505 South Custer Street
Wichita, Kansas 67217

Using a model developed in Australia, the Cerebral Palsy Research Foundation of Wichita, Kansas, established an affirmative industry called Center Industries Corporation (CIC). CIC employees assemble electronic parts, stamp metal, and perform a variety of other manufacturing tasks. About 75 percent of CIC's employees have disabilities. The foundation provides support services, such as transportation, and it offers some housing.

Pinnocchio's Deli
217 West Second Street
Owensboro, Kentucky 42301

Pinnocchio's Deli was started in 1979 by the Owensboro, Kentucky, Council for Retarded Citizens. Since then, they have started Pinocchio's Bakery and Restaurant.

Educable individuals with moderate and severe retardation are trained and placed in the restaurant. Local food businesses, such as McDonald's and Ponderosa Steak Houses, hire Pinocchio graduates, who are reliable and well-trained employees. Pinocchio's is managed by David Ellsworth, who has 7 years of experience in restaurant management. Pinocchio's received the 1984

Distinguished Service Award from the President's Committee on Employment of the Handicapped.

Mark Whitaker, Executive Director of the Owensboro Council for Retarded Citizens says, "I have nightmares about groups going out and borrowing \$100,000 and starting their own version. This is not how it works. You need three things to start a program like this: commitment, knowledge of the business you are going to set up, and public support. If you look at the bottom line in our financial statement, we do well when you include the training. But you need public funds to offset training costs. As a training facility and business, this program is at the top of the list."

As quoted in Disabled, USA, 1984, (a special reprint for the National Restaurant Association) page 3, "Thus, while it has been very successful, the principals of this program are really saying that a restaurant may not be the best type of business for your agency. Assessing your clients' needs, community needs, and the talent of people in your agency are essential prerequisites to the start-up of any business."

Eden Express, Inc.
799 B Street
Haywood, California 94541

Eden Express of Hayward, California, was started in 1979 by families of children with emotional, mental, and physical disabilities. They wanted to build a business that would allow their children to receive on-the-job training, which would allow them later to find full-time jobs; to work alongside individuals who are not disabled; and to generate money at the same time.

According to Barbara Lawson, Executive Director of the restaurant, Eden Express produces about 80 graduates a year, and 98 percent of them find jobs. Lawson explains, "We don't sell the fact that some of our employees are disabled. We sell good food and service, and along the way we train disabled people."

THE TEN KEY FACTORS FOR SUCCESS
FOR AFFIRMATIVE BUSINESSES AND INDUSTRIES

1. RESEARCH! Learn as much as you can about the product or service that your business plans to provide. Read extensively, talk to others in similar businesses, personally check out competitors. Forget that you are trying to develop jobs for individuals with disabilities. Think instead about the market for your product or service. Can you provide it better, cheaper, or faster than your competition?
2. PLAN! Don't begin until you have a clear, well-developed, carefully thought out business plan. If you can't get your goals and strategies down on paper, you are not ready to start and operate a successful business.
3. THINK PROFIT! Whether you establish a for-profit or a not-for-profit business, you will still need to think profit! The only difference between these organizations is that a not-for-profit business will reinvest its profits into the research and development of the company and the wages and benefits of the employees. You must be growth oriented to survive!
4. STATE YOUR MISSION! Be sure to protect the mission of your company in the Articles of Incorporation. This mission should include both the successful operation of a business and the productive employment of individuals with disabilities.
5. KEEP CONTROL! Establish a governing structure where you are as free as possible to operate like a business. Separate the business from the human service or social service aspects. Also, keep it as independent as possible from political influences.
6. SELECT BUSINESS MANAGEMENT AND EXPERTISE! Employ a manager who has the expertise to operate the business. You will not survive if you expect consultants to operate your business. Get as much expertise as possible on your governing board and advisory committee.
7. MARKET, ADVERTISE, AND SELL! Know the market and your competition. Make your company known and have trained and qualified sales personnel to represent it. You will need to spend money on these areas in order to stay in business.
8. DON'T DEPEND ON SUBSIDIES! Don't depend on special government funding or public subsidies on a long-term basis. Get into an open-market system, such as a public restaurant. Become as self-sufficient as possible.
9. BECOME GROWTH ORIENTED! Reinvest money for further development. Always have one eye on the future. Use money to develop new products for old markets or new markets for old products. Keep current on the competition's development in the field as well.
10. MAKE A LONG-TERM COMMITMENT! As business developers, you must be intensely involved and committed to getting and keeping your business going. All of the resources in the world won't help you if you are not committed to success. You really have to want to do it!

ESTABLISHING YOUR MISSION

It is important for any organization or business to have a clearly stated mission. This mission helps to direct the financial, personnel, and material resources available and to set goals and objectives for the business' operation.

A mission statement should be short, simple, and to the point. For an affirmative industry, the mission should include the product(s) or service(s) that will be produced or provided, the business motive of growth and profit, and the social motive of employing a work force which includes individuals with disabilities. A mission statement should be included in your Articles of Incorporation. By establishing early that you intend to operate as a business (which means as profitably as possible), you will assist governing board members and administrators in all future decisionmaking and planning.

THE BOARD STRUCTURE

Because an affirmative industry is a business and not a human service agency, it is important that your governing board be independent of social agencies and elected or appointed government officials. You want to establish a small efficient board that can advise management and monitor progress competently. The board's expertise should include marketing, advertising, sales, personnel, accounting, and law.

APPENDIX A

Many public and university libraries contain periodicals that may help individuals who are starting businesses. Textbooks, professional organizations, and trade associations may also provide valuable information to new business owners and operators.

Business Periodicals

Accounting Review
Advanced Management Journal
Advertising Age
American Business
American Economic Review

Business in Nebraska
Business Marketing
Business Week
Changing Times
Economic Review

Entrepreneurial Manager
Entrepreneur Magazine
Forbes
Fortune, Inc.
Kiplinger Washington Letter

Management Review
Management Results
Marketing
Marketing News
Marketing Times

Money
Personnel
Personnel Journal
Personnel Management: Policies and Practice
Small Business Reporter
Venture, The Magazine for Entrepreneurs

Newspapers

The Wall Street Journal

Pamphlets

The U.S. Small Business Administration (SBA) issues a wide range of management and technical publications designed to help prospective owners of small businesses. Check with the SBA or Business Development Center nearest you for these materials. Some publications are free upon request, while others are available for a nominal fee. A list of publications may be obtained from the U.S. Small Business Administration, P.O. Box 15434, Ft. Worth, Texas 76119. Available series include:

Management Aids. Reports in this series provide guidance on specific subjects for owners or prospective owners of small retail, wholesale, and service businesses. For example:

- "Checklist for Going Into Business," Management Aids Number 2.016.
- "Steps in Meeting Your Tax Obligation," Management Aids Number 1.013.
- "Insurance Checklist for Small Business," Management Aids Number 2.018.
- "Keeping Records in Small Business," Management Aids Number 1.017.

Small Business Bibliography. Each title in this series deals with a specific type of business or business function and provides reference sources. For example, "Buying for Retail Stores," Number 37.

Small Business Management Series. The booklets in this series provide information about special management problems in small companies.

Starting Out Series. Each pamphlet in this series provides information on a specific business. For example:

- "The Nursery Business," Number 118.
- "Printing," Number 135.
- "The Landscaping Business," Number 121.
- "Building Service Contracting," Number 101.

The Small Business Answer Desk Directory. The Small Business Answer Desk Directory is a compilation of information sources designed to help small business owners obtain quick answers to their questions. It contains a listing of SBA offices, and state and other federal government offices.

The directory may be obtained by contacting: The Small Business Answer Desk Directory, Office of the Chief Counsel for ADVOCACY, U.S. Small Business Administration, 1441 L Street, NW, Washington, D.C. 20416; telephone: (800) 368-5855, or (800) 653-7561.

A Simple Bookkeeping System. Every business must keep financial records. A Simple Bookkeeping System, compiled by Irvin J. Olson, Service Corps of Retired Executives, Omaha, Nebraska, may be adapted to the needs of any small business. It is available from The Nebraska Business Development Center, University of Nebraska at Omaha, 1313 Farnam-on-the-Mall, Omaha, Nebraska 68132; telephone: (402) 554-3291

